

CSUB# CP140783

AGREEMENT NUMBER
OCA16023
REGISTRATION NUMBER

1. This Agreement is entered into between the State Agency and the Contractor named below:

STATE AGENCY'S NAME

California Natural Resources Agency, hereinafter referred to as "State"

CONTRACTOR'S NAME

California State University, Sacramento, hereinafter referred to as "University"

2. The term of this Agreement is: Upon CNRA approval through June 30, 2018
3. The maximum amount of this Agreement is: \$26,478.64
Twenty-six thousand four hundred seventy-eight dollars and sixty-four cents
4. The parties agree to comply with the terms and conditions of the following Exhibits, which by this reference are made a part of the Agreement.

Exhibit A – A5: A–Scope of Work; A1–Deliverables; A2–Key Personnel; A3–Authorized Representatives; A4–Preexisting Data; A5–CV/Resumes 20 page(s)

Other Exhibits A (when applicable): A6–Current & Pending Support; A7–Third Party Confidential Information Requirement page(s)

Exhibit B – B–Budget; B1–Budget Justification; B2–Subrecipient Budgets (if applicable); B3– Invoice Elements 5 page(s)

Exhibit C* – University Terms and Conditions UTC-116

Check mark additional Exhibits below, and attach Exhibits or provide internet link:

- ☒ **Exhibit D** – Additional Requirements Associated with Funding Sources 1 page(s)
- ☐ **Exhibit E** – Special Conditions for Security of Confidential Information page(s)
- ☐ **Exhibit F** – Access to State Facilities and Computing Resources page(s)
- ☐ **Exhibit G** – If applicable page(s)

Items shown with an Asterisk (*) are hereby incorporated by reference and made part of this agreement as if attached hereto.

These documents can be viewed at <http://www.dgs.ca.gov/ols/Resources/StandardContractLanguage.aspx>.

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR

CONTRACTOR'S NAME (If other than an individual, state whether a corporation, partnership, etc.)

California State University, Sacramento

BY (Authorized Signature)

DATE SIGNED (Do not type)

PRINTED NAME AND TITLE OF PERSON SIGNING

Danielle Rogers, Contract Specialist

ADDRESS

6000 J Street, MS6008, Sacramento California 95819

STATE OF CALIFORNIA

AGENCY NAME

California Natural Resources Agency

BY (Authorized Signature)

DATE SIGNED (Do not type)

PRINTED NAME AND TITLE OF PERSON SIGNING

Bryan Cash, Assistant Secretary for Finance and Administration

ADDRESS

1416 9th St. Sacramento, California, 95814

California Department of General
Services Use Only

☒ Exempt per: SCM 4.04 A.2

agency, the prime award number (if available), and the Catalog of Federal Domestic Assistance (CFDA) program number will be listed in Exhibit D. (Please see sections 10.A and 10.B of the UTC.)

Exhibit A

Project Summary & Scope of Work

Project Summary/Abstract

The California Biodiversity Council (CBC) was formed in 1991 to improve coordination and cooperation between various resource management and environmental protection organizations at federal, State, and local levels. Strengthening ties between local communities and governments has been a focus of the CBC by way of promoting strong local leadership and encouraging comprehensive solutions to regional issues. The CBC discusses, coordinates, and assists in developing strategies and complementary policies for conserving biodiversity. Members exchange information, resolve conflicts, and promote development of regional conservation practices. The CBC has 42 members, including 20 State agencies, 12 federal agencies, and 10 local governments, and is co-chaired by the California Secretary for Natural Resources (CNRA) and the U.S. Bureau of Land Management (BLM) California State Director. The CBC is served by an Executive Committee of representative member organizations that selects, discusses and approves CBC meeting topics, and forms and monitors planning committees for CBC activities. The Executive Committee also approves meeting expenditures and approves the selection of new members to the CBC. The Executive Committee is served by State and Federal Co-Chairs (Co-Chairs) who oversee CBC activities. The CBC also has an Interagency Alignment Team (IAT) that is coordinated by the Executive Committee and addresses key coordination efforts between various agency members of the CBC. The full CBC meets 1-2 times a year in various locations in California, and the Executive Committee meets quarterly and the IAT meets bimonthly in Sacramento.

Formed in 1992, the service mission of the Center for Collaborative Policy (CCP) at California State University, Sacramento (University) is to build the capacity of agencies, stakeholders, and the public to use collaborative methods to improve policy outcomes. In addition to conducting research, and designing and delivering curricula for and to Sacramento State students, CCP also fulfills this mission by delivering a range of facilitative, mediation, public outreach, and program support services to a diverse range of stakeholders.

Historically, the CBC was self-supporting through yearly contributions by member agencies. Most recently, these contributions and the monthly support of CBC administrative and meeting needs were provided by the University of California Agriculture and Natural Resources program (ANR). With the execution of this agreement between the CNRA and the University, fifty percent (50%) of the annual support of the CBC is now provided by CNRA. A scope of work and cost estimate is in the process of being negotiated between CCP and BLM. CNRA will support fifty percent (50%) of all activities and will be invoiced fifty percent (50%) of the level of service. With the conclusion of member contributions, there remains an account of \$34,186.59 which has been managed by ANR. This account will be transferred to an account managed by the University for the purpose of supporting CBC until that account reaches a \$0 balance.

The following describes these services, presents conditions and assumptions associated with these services, and estimates the annual cost.

If Third-Party Confidential Information is to be provided by the State:

☒ Performance of the Scope of Work is anticipated to involve use of third-party Confidential Information and is subject to the terms of this Agreement; **OR**

☐ A separate CNDA between the University and third-party is required by the third-party and is incorporated in this Agreement as Exhibit A7.

Scope of Work

Task 1 - Facilitation Support

CCP will:

1. Schedule and communicate event dates for the CBC, Executive Committee, IAT, and other associated meetings (per Co-Chairs direction).
2. Survey respective members of CBC groups to identify proposed agenda items for upcoming meetings,
3. Prepare event agendas as set by the Executive Committee,
4. Conduct CBC meeting planning discussions with Executive Committee or staff appointees,
5. Coordinate and implement meeting facilities and associated needs such as room setup, audio/visual equipment, telephone and internet access, catering and similar hospitality,
6. Provide outreach to ensure effective communication to stakeholders about upcoming events,
7. Manage event registrations,
8. Prepare and distribute meeting materials as needed,
9. Coordinate presenters and associated presentation materials,
10. Work with Co-Chairs and presenters to prepare them to lead each event,
11. Provide follow-up support for members and other participants to ensure accountability on meeting action items,
12. Prepare draft and final meeting summaries,
13. Distribute meeting summaries, and
14. Provide associated meeting and facilitation support for efforts related to and supportive of the CBC as directed by the Executive Committee and as not otherwise defined above.

Deliverables

Draft and final meeting summaries

Agenda surveys

Draft and final meeting agendas

Final meeting materials (as needed)

Meeting coordination documents (e.g. facility invoices, hospitality invoices, etc.)

Meeting outreach materials (as needed)

Task 2 - Program Support

CCP will:

Manage member database and mailing lists,

Act as CBC website content manager with secure access to update information on the website that is hosted by CNRA,

Manage and administer subcontracts,

Submit, manage, and administer reimbursement invoices for CBC services rendered by CCP to CNRA, and

Respond to external inquiries about the CBC.

Deliverables

Updated CBC member database

Monthly description of services (including webpage management)

Final subcontracts (as needed)

Monthly invoices

Scope Assumptions

CCP and the CNRA, mutually assume the following as a basis to provide the services described herein.

1. For cost estimating purposes, meetings are expected to take the following average time (including meeting location set up and break down). Actual meeting durations will be invoiced as incurred.
 - a. Two (2) CBC Meetings per year – 6 hours / meeting
(Meetings with Field Trips may involve an additional 6-8 hours)
 - b. Four (4) Executive Committee Meetings – 2 hours / meeting
 - c. Six (6) Interagency Alignment Team Meetings – 3 hours / meeting
 - d. Associated Meetings (up to 5 per year) – 3 hours / meeting
2. CBC meetings will take place in Sacramento. Travel time to and from all meetings will be approximately 1 hour. Meetings involving Field Trips may be at other locations in the state involving an additional 6-8 hours.
3. Associated meetings may take place at locations throughout the state. Travel time to and from all meetings will be billed as actually incurred. For cost estimating purposes, half of all meetings are assumed to incur travel time and associated travel expenses from Sacramento to Southern California. Round trip travel time for meetings in Southern California will be 5 hours. Round trip travel time for meetings in Sacramento will be 1 hour.
4. CCP will coordinate with the respective meeting participants and their staff / colleagues to schedule meetings to accommodate a majority of targeted participants; however, meetings will not be scheduled to accommodate all participants if scheduling impacts the progress of the effort.
5. CCP will coordinate meeting facility needs and setup, and coordinate with the Co-Chairs to ensure adequate meeting spaces and needed materials/equipment are coordinated. CCP will have final responsibility for identifying meeting locations, managing associated logistics and costs (e.g., room reservations, room costs), providing needed meeting equipment (e.g., projector, projector table, internet connection, speakers, tables and chairs, nametags, etc.), and providing refreshments, if desired. CCP will provide flipchart easels, full-size self-adhesive flipchart paper, and markers, as needed.
6. CCP will provide teleconference lines for planning and preparatory calls. If needed, CCP will provide and bill for online meeting communications (i.e., webinars).
7. CCP will maintain the CBC member database and mailing lists and will update these regularly.
8. CCP will provide deliverables in electronic format to CBC participants and to be posted on the project website.
9. CCP will produce all meeting materials for each CBC meeting and participating members. In addition, CCP will print up to 15 sets of materials for large group meetings and to accommodate members of the public that do not have access to photocopying equipment.
10. CCP will ensure that an agenda and relevant meeting materials are prepared, distributed to meeting participants, and electronically posted to the project website approximately 1 week in advance (whenever feasible) of CBC events. CCP will ensure an agenda and relevant meeting materials are prepared and electronically distributed to meeting participants prior to Executive Committee, IAT, and other associated meetings as appropriate and whenever feasible.
11. The CBC website will be hosted by CNRA.
12. CCP will act as content manager for the CBC website with secure access to update information on the website that is hosted by CNRA or a subcontractor to this agreement.
13. CCP will be responsible to incur any costs for facility and equipment rental to conduct meetings and will be reimbursed from meeting registration fees. To ensure no financial risk to CCP, facility costs, equipment rental, and meeting materials are included in this cost estimate. In the event that CCP incurs a deficit between actual registration fees and actual meeting expenses, CNRA will compensate CCP for the difference through this IA.
14. CCP staff travel and per diem expenses will be reimbursed up to an amount not to exceed prevailing State University rates for food, board, and transportation.
15. Any sub-contractual support not conducted through a competitive bidding process cannot exceed more than 25% of the total contract or \$50,000, whichever is less.

16. CCP will submit invoices in arrears and no more often than monthly.
17. CCP will utilize the historic account (\$34,186.59) transferred to University. Invoices utilizing this account must be first approved by the Co-Chairs.
18. When CNRA is invoiced, the invoices will describe total services and costs rendered for the month, then divided equally to determine CNRA's specific compensation amount which will reflect fifty percent (50%) of the monthly expenses.
19. CCP billing rates for State fiscal years 2016-2017 and 2017-2018 are presented in Exhibit B. CCP rates are subject to adjustment during the year based on organizational fiscal conditions, and are subject to a yearly escalation based on statewide economic conditions. Any rate adjustments will be provided to and discussed with the Co-Chairs.
20. The Co-Chairs have the authority to direct CCP to redistribute services and associated project budget between practitioners, and/or tasks, and/or labor hours and other direct costs in a manner different than what is presented in this IA, as long as the total approved budget is not exceeded.
21. CCP will receive project direction from the Executive Committee by way of the Co-Chairs. No individual CBC member or leadership representative has the authority to direct CCP services.

Exhibit A1

SCHEDULE OF DELIVERABLES

List all items that will be delivered to the State under the proposed Scope of Work. Include all reports, including draft reports for State review, and any other deliverables, if requested by the State and agreed to by the Parties.

Deliverable*	Description	Due Date**
Draft meeting summaries	Internally-reviewed draft summaries sent for Co-Chair or staff appointee review	10 working days after event
Final meeting summaries	Finalized summaries with Co-Chair approval	3 working days after Client review
CBC Agenda Surveys	E-mail to respective members of CBC groups per Co-Chair direction	At least 3 months prior to CBC event
Draft CBC meeting agendas	Draft Word documents developed per Co-Chair direction	At least 2 months prior to CBC event
Final CBC meeting agendas	Finalized agenda with Co-Chair approval	At least 1 month prior to CBC event
Agenda Surveys for Other Meetings (Executive Committee, IAT, etc.)	E-mail to respective members of CBC groups per Co-Chair or staff appointees' direction	At least 1 month prior to event
Draft Agendas for Other Meetings (Executive Committee, IAT, etc.)	Draft Word documents developed per Executive Committee or staff appointees' directions	At least 10 working days prior to event
Final Agendas for Other Meetings (Executive Committee, IAT, etc.)	Finalized agenda with Co-Chair or staff appointees' approval	At least 2 days prior to event
Final meeting materials (as needed)	Materials developed by CCP in preparation for an event Non-CCP materials provided to CCP	CCP materials: At least 5 working days prior to event Non-CCP materials: At least 3 working days after an event
Meeting coordination documents	E.g., facility invoices, hospitality invoices, etc.	Accompanying the monthly invoice
Meeting outreach materials (as needed)	Outreach materials developed by CCP and approved by Co-Chairs	At least 2 weeks prior to event
Updated CBC member database	Continuously updated database	Available per Co-Chair request
Final CPC member database	Database updated with contact information received to end of period of performance	End of period of performance
Monthly description of services	Reports describing activities conducted including webpage management	15 th of each month following activities
Final subcontracts (as needed)	Agreements between CCP and sub-contractors/vendors	3 working days after agreement finalized
Monthly invoices		15 th of each month following activities
The following Deliverables are subject to paragraph 18. Copyrights, Section B of Exhibit C		
N/A		

* If use of any Deliverable is restricted or is anticipated to contain Preexisting Data or copyrightable works with any restricted use, it will be clearly identified in Exhibit A4, Use of Preexisting Data, Copyrighted Works and Deliverables.

** Due dates may vary per Co-Chairs' direction and/or feasibility to provide deliverables according to the specified due date, in which case Co-Chairs and CCP Program Manager will work together to identify appropriate

Exhibit A2

KEY PERSONNEL

List Key Personnel as defined in the Agreement starting with the PI, by last name, first name followed by Co-PIs. Then list all other Key Personnel in alphabetical order by last name. For each individual listed include his/her name, institutional affiliation, and role on the proposed project. Use additional consecutively numbered pages as necessary.

Last Name, First Name	Institutional Affiliation	Role on Project
PI:		
<i>Ceppos, Dave</i>	<i>Center for Collaborative Policy</i>	<i>Contract Manager, Managing Senior Facilitator</i>
Co-PI(s) – if applicable:		
<i>Horii, Stephanie</i>	<i>Center for Collaborative Policy</i>	<i>Project Manager, Associate Facilitator</i>
Other Key Personnel (if applicable):		
<i>TBD</i>	<i>Center for Collaborative Policy</i>	<i>Assistant Facilitator</i>
<i>Staff</i>	<i>Center for Collaborative Policy</i>	<i>Administrative Support</i>

Exhibit A3

AUTHORIZED REPRESENTATIVES AND NOTICES

The following individuals are the authorized representatives for the State and the University under this Agreement. Any official Notices issued under the terms of this Agreement shall be addressed to the Authorized Official identified below, unless otherwise identified in the Agreement.

Changes in the University Principal Investigator are subject to the Key Personnel section of this Agreement. Changes in other contact information may be made by notification, in writing, between the parties.

State Agency Contacts Agency Name: Natural Resources Agency	University Contacts University Name: California State University, Sacramento
Contract Project Manager (Technical) Name: Todd Ferrera Deputy Secretary – External Affairs Address: Natural Resources Agency 1416 9 th Street, Suite 1311 Sacramento, California, 95814 Telephone: 916 653 5792 Email: todd.ferrera@resources.ca.gov	Principal Investigator Name: Dave Ceppos Program Manager Address: California State University, Sacramento Center for Collaborative Policy 815 S Street, First Floor Sacramento, California 95811 Telephone: 916-445-2079 Email: dceppos@ccp.csus.edu
Authorized Official (contract officer) Name: Vickie Key Administrative Officer Address: Natural Resources Agency 1416 9 th Street, Suite 1311 Sacramento, CA, 95814 Telephone: 916 654 2757 Email: Vickie.key@resources.ca.gov	Authorized Official Name: Danielle Rogers Contract Specialist Address: California State University, Sacramento Contract Services 6000 J Street, MS 6008 Sacramento, California 95819 Telephone: (916) 278-7349 Email: Danielle.rogers@csus.edu
Administrative Contact Name: Bryan Cash Deputy Assistant Secretary Address: Natural Resources Agency 1416 9 th Street, Suite 1311 Sacramento, CA 95814 Telephone: 916 653 6381 Email: bryan.cash@resources.ca.gov	Administrative Contact Name: Noreen James Address: Contract Representative California State University, Sacramento Center for Collaborative Policy 815 S Street, First Floor Sacramento, CA 95811 Telephone: 916-445-2079 Email: njames@ccp.csus.edu
Name: Vickie Key Administrative Officer Address: Natural Resources Agency 1416 9 th Street, Suite 1311 Sacramento, CA, 95814 Telephone: 916 654 2757 Email: Vickie.key@resources.ca.gov	Authorized Financial Contact/Invoicing Name: Teri Lyn Fretz Accounts Receivable Technician Address: California State University, Sacramento Center for Collaborative Policy 815 S Street, First Floor Sacramento, CA 95811 Telephone: 916-445-2079 Email: tlfretz@ccp.csus.edu

Exhibit A4

USE OF PREEXISTING DATA, COPYRIGHTED WORKS AND DELIVERABLES

If the either Party will be using any third-party or pre-existing data or copyrighted works that have restrictions on use, then list all such data or copyrighted works and the nature of the restriction below. If no third-party or pre-existing data or copyrighted works will be used, check "none" in this section.

State: Preexisting Data and/or copyrighted works to be provided to the University from the State or a third party for use in the performance in the Scope of Work.

☒ None or ☐ List:

Owner (State Agency or 3 rd Party)	Type of Data or copyrighted work (Restricted or Unrestricted)	Description	If Restricted, nature of restriction:

University: Use of Preexisting Data or copyrighted works included in Deliverables identified in Exhibit A1.

☒ None or ☐ List:

Owner (University or 3 rd Party)	Type of Data or copyrighted work (Restricted or Unrestricted)	Description	If Restricted, nature of restriction:

Anticipated restrictions on use of Project Data.

If the University PI anticipates that any of the Project Data generated during the performance of the Scope of Work will have a restriction on use (such as subject identifying information in a data set) then list all such anticipated restrictions below. If there are no restrictions anticipated in the Project Data, then check "none" in this section.

☒ None or ☐ List:

Owner (University or 3 rd Party)	Description	Nature of Restriction:

Exhibit A5

CURRICULUM VITAE (CV) / RÉSUMÉS / BIOSKETCH

Dave Ceppos, Associate Director / Managing Senior Mediator

Years of Experience

CCP: 13 years
Total: 30 years

Discipline/Specialty Natural
Resource Mediation Facilitation and
Collaborative Processes Public Outreach
and Public

Involvement

Risk Communication Natural Resource
Planning
and Restoration Watershed Planning and
Management State and Federal
Environmental Policy and Compliance
Wetlands Restoration Hydrology and
Hydraulics
Landscape Architecture Instruction
and Course Design for Related
Services

Education

Advanced Mediation Program,
Pepperdine University, 2000

Introductory and Advanced Risk
Communication, Berkeley and
Columbia Universities, 1994-1995

Public Outreach, Facilitation, and
Dispute Resolution, Emory
University/Carter Center, 1989-1992

Post-Baccalaureate Research,
Environmentally Related Behavior,
University of Florida, Gainesville, 1985

Supporting DWR and SWRCB in
various public outreach efforts.
Supporting the convening of various
stakeholder advisory panels.

Summary of Experience

David Ceppos has a comprehensive background developing consensus based, stakeholder-driven, resource management processes. He additionally has considerable management and field experience in watershed planning, ecological assessment, hydrology, hazardous waste management, and habitat restoration

Selected Project Experience

California Water Commission – Water Storage Investment Program –Stakeholder Advisory Committee

Client – California Water Commission, DWR. Location: Statewide. Years: 2014-2015. Project Manager / Senior Mediator. The Water Bond (Proposition 1) includes \$2.7 billion for public benefits of water storage projects. Projects must provide measurable benefits to the Delta ecosystem or tributaries to the Delta. Proposition 1 requires the Commission to develop regulations and guidelines through a public process. The Commission has convened the Stakeholder Advisory Committee (SAC) to seek technical and policy input from stakeholder representatives and the public to develop regulations and guidelines to implement the Water Storage Investment Program. Manage the project and act as lead facilitator for the SAC. Design and advise on public outreach implementation. Work directly with the Acting Executive Officer and program manager to support SAC development and implementation.

Sustainable Groundwater Management Act Program

Client: DWR, State Water Resources Control Board (SWRCB). Location: Statewide. Years: 2014-current. Project Manager / Senior Mediator. The Sustainable Groundwater Management Act (SGMA) became law in January 2015. It represents the most sweeping shift in groundwater management and policy in California's history. SGMA requires high and medium priority groundwater basins and subbasins to create Groundwater Sustainability Agencies (GSA), and Groundwater Sustainability Plans (GSP) within approximately 5 years of the law's enactment. These requirements necessitate significant facilitation of diverse water managers and affected stakeholders to collaboratively prepare GSAs and GSPs. It also requires DWR to prepare boundary regulations and the SWRCB to enforce legal requirements of the law. Program manager and senior advisor to DWR and SWRCB. Supporting the development of GSA convening recommendations and DWR / SWRCB selection criteria to distribute in-kind services.

B.L.A. Landscape Architecture,
University of Florida, Gainesville,
1985

Geographic Experience

California Nevada Oregon
Georgia Florida
Washington, DC

Professional Affiliation(s) / Memberships

Association for
Conflict Resolution

Future Search Network Society of

Wetland Scientists

Water Environment Federation

Special Training

40-hour HAZMAT Training, 1989

Public Outreach, Facilitation, and
Dispute Resolution, Emory
University/Carter Center, 1989-1992

Introductory and Advanced Risk
Communication, Berkeley and
Columbia Universities, 1994-1995

Advanced Facilitation Techniques,
USIECR, 2000

Advanced Mediation Program,
Pepperdine University, 2000

Certifications/ Licenses

Approved Practitioner: U.S. Institute for
Environmental Conflict Resolution

Drought Advance Planning Team

Client: DWR. Location: Statewide. Years: 2014-current. Project Manager /
Senior Mediator. The prolonged drought in California has created significant
impacts at the State, local, and federal government levels as well as to
individual water users. Through the Governors drought declaration, DWR,
SWRCB and other State agencies have convened a Drought Task Force (DTF)
and associated technical teams to address drought challenges, provide support
at all levels of water use and extraction in California and identify near and
long-term responses.

As part of this effort, DWR has
created an Advance Planning Team to provide DTF leadership with creative
and time-critical recommendations on how to address existing and emerging
drought related challenges. Senior advisor and facilitator for the Advance
Planning Team.

Contemporary Issues Groundwater Council

Sponsor: Groundwater Resources Association of California. Member of
Council. Represents and provides insights on stakeholder engagement and
outreach regarding groundwater topics. Invited to serve on Council because of
his exceptional applied background on natural resource planning including
groundwater management, fluvial systems, wetland habitats, and similar in
concert with extensive public facilitation experience.

Santa Margarita River (SMR) Nutrient Initiative Group

Clients: Counties of San Diego and Riverside. Location: Northern San Diego
County. Mediator and facilitator for the Nutrient Initiative Group since
February 2012. The group has been developing a proposed nutrient numeric
endpoint (NNE) approach to establish site specific nutrient objectives for
the SMR and tributaries and potentially the development of a Total Maximum
Daily Load (TMDL) for the SMR and its estuary. Authored the governance
structure to define group membership, decision-making, leadership,
communication and similar items. Facilitated the successful development of
monitoring and management questions that had been in discussion for over two
prior years. Have established specific rules and roles for action accountability,
and the timely completion of tasks. Working closely with the Technical
Advisory Committee of the Initiative Group, and affected stakeholders such as
San Diego and Riverside Counties, Rancho California Water District, Sierra
Club, Trout Unlimited, National Marine Fisheries Service, and the US Marine
Corps.

North-of-Delta Offstream Storage Project – Sites Reservoir

Client:
California Department of Water Resources (DWR), US Bureau of
Reclamation (USBR), Sites Reservoir Joint Power Authority (JPA).
Location: Maxwell, California. Years: 2011 – Present. Role: Project Manager /
Managing Senior Mediator. Summary: Working with DWR, Bureau, and the
JPA, conducts outreach, develops strategic messaging, establishes and
implements a comprehensive critical path in the analysis and environmental
compliance process of the proposed Sites Reservoir and associated Integrated
Regional Water Plan activities. He is the project manager for day-to-day
activities on the effort. He also has been the lead facilitator for meetings
between the various project agencies, and between member organizations of
the JPA. He authored the public outreach plan for

Licensed Landscape Architect, License Number 870, State of Georgia.

Licensed Landscape Architect, License Number 4282, State of California

Selected Publications, Presentations, and Instructional Roles The Florida Power and Light Corporation, Sea Turtle Research Station, Hutchinson Island, Florida, Options, Solutions, and Next Steps, Senior Thesis, University of Florida Department of Landscape Architecture, 1985

Guest Editor, *Ars Natura*, Journal of the Georgia Chapter of the American Society Landscape Architects, 1989, 1991. Atlanta, Georgia

Instructor and Course Designer: Certified Wetlands Delineation Program, Tetra Tech, EMI, 1993 to 1997

The Lower Butte Creek Project: An Analysis of Stakeholder-Driven Ecological Decision- Making, Paper presented at the 11th Annual International Conference of the Society for Ecological Restoration, San Francisco, California, September, 1999

Instructor and Course Designer: Training the Trainer, Tetra Tech EMI, 1994-1997

Stakeholder Development in Environmental Restoration Projects: A Case Study of Several Efforts, Paper presented at the 11th Annual

future activities, including affected landowner meetings, California Environmental Quality Act / National Environmental Protection Act (CEQA/ NEPA) meetings.

Santa Clara Valley Water Resources Management Plan

Client: Santa Clara Valley Water District. Location: Santa Clara County. Years: 2014. Managing Senior Mediator. Project was provided to the Center in a sole source capacity based on District leadership and staff attendance at a collaborative leadership training program for groundwater specialists designed and delivered by Mr. Ceppos and Senior colleague Dorian Fougères. Project is a first of its kind effort by the District to revise its long range, multi-watershed master plan in a fully engaged and collaborative process with a diverse range of local and statewide stakeholders.

California Transportation Plan 2040

Client: Caltrans. Location: Statewide. Years: 2014. Managing Senior Mediator. Project was provided to the Center in a sole source, interagency capacity based on Caltrans experience with CCP in the California Water Plan. Project is the first time Caltrans has engaged collaborative process specialists to develop this statutorily mandated statewide plan. Mr. Ceppos oversees the project and senior management staff. He acts as a strategic advisor to the process and assists in the facilitation of meetings.

Demand Management Measures – Independent Technical Panel (ITP)

Client: DWR. Location: Statewide. Years: 2013 – Present. Role: Project Manager and Managing Senior Mediator for this Bagley Keene Act group, founded by legislative mandate. Summary: The ITP is mandated to remain convened and to deliver a report to the legislature every 5 years with recommendations on new demand management measures, technologies and approaches to water use efficiency. Mr. Ceppos has been the process designer and facilitator of the ITP since its inception, designing meeting approaches and the group's governance Charter, and negotiating a set of recommendations and a Phase I and Phase II report to the legislature in 2014 about proposed changes to the Urban Water Management Planning Act.

San Francisco Bay Nutrient Management Strategy

Client: San Francisco Bay Regional Water Quality Control Board (RWQCB). Location: San Francisco Bay, CA. Years: 2013-Present. Senior Advisor/Managing Senior Mediator. Senior advisor to the RWQCB, the Bay Area Clean Water Agencies association, State and federal agencies, local jurisdictions, and similar in the development and governance of the comprehensive technical analysis and ecological impacts assessment process for nutrient loading in the Bay.

Delta Five Counties Coalition Technical Advisory Committee Client: Multiple Counties. Years: 2008 – 2012. Location: Delta Region. Senior Manager. This group represents the five Delta counties (Contra Costa, Sacramento, San Joaquin, Solano and Yolo) as an organized group to represent their interests in the Delta region. CCP facilitated all meetings from the Coalition's inception to 2012 and consulted on their development of strategic materials and outreach information. The primary focus of this group is to respond to state and federal legislative and other proposals that affect the Delta region.

International Conference of the Society
for Ecological Restoration, San
Francisco, California, September, 1999

Collaborative Processes in Support of
Successful Watershed Planning,
Presenter at the UC Extension
Watershed Conference, 2001

Instructor and Course Designer
The Public Role of the Project Manager;
Facilitative and Persuasive
Communication Techniques, Jones &
Stokes, Center, Nolte, Inc. 2000 to
present.

Instructor/ Collaborative Planning
Processes: UC Davis Environmental
Planning Certificate Program, 1999,
2000,

2001

Collaborative Processes Instructor /
Course Designer: U.S. BLM Planning
Process, National Training Program.
2001 to present

Instructor and Seminar Designer. The
Well- Played Conflict: Creativity in
Group Dynamics: Professional Seminar
Series, Department of Interior
Executive Training Program,
Washington DC, Fall 2005 – Spring
2006

White House Conference on
Cooperative Conservation, August
2005. St. Louis, MO.
Facilitator / Mediator. One of 24
nationally recognized mediators/
facilitators invited from throughout US
to support

Central Valley Flood Management Planning Program (CVFMP)

Client: DWR. Location: Central Valley. Years: 2009 – 2011. Senior
Facilitator. The CVFMP, a subset of the DWR FloodSAFE program, was
charged with developing the Central Valley Flood Protection Plan (CVFPP).
DWR convened a series of regional conditions work groups and topic- specific
workgroups in the Central Valley. These work groups were charged with
identifying key regional and topical problems, opportunities, and management
actions that could be addressed in the CVFPP.

Dungeness Crab Task Force

Client: California Ocean Protection Council. Location: North / Central
California Coast. Years: 2009-2010. Lead mediator and facilitator for the
legislatively mandated Task Force. Formed through requirements in SB 1690,
the twenty seven member Task Force was formed to resolve over a decade of
competing legislation and increased inter- and intrastate conflict regarding the
Dungeness crab fishery. All negotiations were conducted in public based on
requirements of Bagley-Keene Act. Process resulted in 22 negotiated
agreements that were the basis for SB 1093 in 2010 California Legislature
session.

California Landscape Conservation Cooperative (LCC)

Client: US Fish and Wildlife Service (USFWS). Location: Statewide. Years:
2009 – present. Lead facilitator and organizational design advisor. Formed as
an initiative of the Department of the Interior, the LCC is one of 21 throughout
North America. The LCC is a management-science partnership informing and
promoting integrated science, natural resource management and conservation
to address impacts of climate change and other stressors within and across
ecosystems. It extends across the Central Valley, Sierra Nevada, Central
Coast, Southern California, and Baja California in Mexico.

California Water Conservation Act of 2009 (SBx7-7), Water Use Efficiency Program

Client: DWR. Location: Statewide. Years: 2009 – present. Role: Project
Manager/Senior Mediator. Summary: Working with DWR Water Use
Efficiency Branch, USBR, California Urban Water Conservation Council, and
Agricultural Water Management Council to develop and implement a
comprehensive multi stakeholder process to address multiple, legislative
mandates and projects. Manage an Urban Stakeholder Committee, and
Agricultural Stakeholder Committee and six additional technical
subcommittees. Work and coordinate directly with a range of technical
specialists on water use engineering, economics, biological impacts, financing
practices, regulatory constraints and development of draft and final State
regulations.

California Commercial, Industrial and Institutional (CII) Water Use Task Force

Client: DWR. Location: Statewide. Years: 2009 – 2013. Project Manager/Senior
Mediator. SBx7-7 mandated the creation of the CII Task Force to identify and
recommend best management practices and associated metrics and water use
savings for California's CII sectors. The Task Force final product will be a
report to the State Legislature with their recommendations. Mr. Ceppos was the
process designer and facilitator of this

1,200 invited delegates attending the Conference.

Instructor and Seminar Designer.
Dealing with Challenging Public
Conditions – Effective Communication
During the CEQA Compliance Process.
DFG. Sacramento and Portola, CA.
Fall 2006.

Instructor and Seminar Designer.
Dealing with Anger, Change, and
Conflict. DFG Region 3. CA. May
2007.

Instructor and Seminar Designer:
Collaborative Leadership for
Groundwater Professionals.
Groundwater Resources Association.
November 2013.

Instructor and Seminar Designer: 360
Degree Collaboration. Caltrans. 2012-
2013

Instructor, Seminar Designer, and
Keynote Plenary Moderator:
Collaborative Leadership for Special
District Professionals. California
Association of Resource Conservation
Districts.
October 2013.

Guest Lecturer: California State
University Sacramento, College of
Social Sciences and Interdependent
Studies, Certificate in Collaborative
Governance. 2009 – present.

35 member group of interest specialists from a variety of water use sectors
and academia.

Central Valley Irrigated Lands Regulatory Program (ILRP) Client:
Central Valley RWQCB. Location: Central Valley. Years: 2008 – 2010.
Project Manager/Managing Senior Mediator for multi-party, stakeholder
process to design the compliance stage of the Central Valley
ILRP. Summary: Mr. Ceppos facilitated and mediated the main stakeholder
advisory group and several commodities-based and watershed-based caucuses
on technical water quality, focusing on the monitoring, analysis, and reporting
of water quality conditions for agricultural lands throughout the Central Valley.
Regarding strategic planning expertise, the project resulted in broad stakeholder
engagement and agreement on the approach of the ILRP, and in RWQCB
adoption and current implementation of the ILRP. He also designed and
managed public outreach activities including direct interaction with watershed –
based water quality coalitions and environmental advocates throughout the
Central Valley. He prepared media information, web-based content, and public
notices of project events. Mr. Ceppos oversaw the design and delivery of several
public meetings about the ILRP.

North Coast ILRP

Client: North Coast RWQCB. Location: Northern California. Years: 2011 –
Present. Project Manager/Managing Senior Mediator for multi-party,
stakeholder process to design the compliance stage of the North Coast ILRP.
Summary: Mr. Ceppos facilitated / mediated the main stakeholder advisory on
technical water quality, focusing on the monitoring, analysis, and reporting of
water quality conditions for agricultural lands throughout North Coast and
inland agricultural areas. Regarding strategic planning expertise, the project is
proceeding on schedule with direct influence and engagement by the affected
discharger communities. The RWQCB is expected to adopt and implement the
ILRP by 2015.

White House Conference on Cooperative Conservation. Client:
Council on Environmental Quality. Location: Nationwide. Year: 2005.
One of 24 senior practitioners from throughout the US asked to
mediate / facilitate deliberations of 1,200 invited delegates at this conference
held in St. Louis MO in September 2005. This was only the fourth Presidential
conference on conservation and natural resources in U.S. history.

USFS, Pacific Southwest Region - Vegetation Mapping Summit.
Client: USFS. Location: Statewide. Year: 2004. Managing Mediator. Worked
with Region 5 remote sensing laboratory, planning, and National Forest staff to
resolve long-standing constraints in vegetation mapping protocols, needs, and
requirements. Designed and facilitated a three-day summit to address these
issues. Several action item outcomes were identified and staff developed an
overall improved set of relationships and understanding regarding their
respective and mutual needs.

Southern Nevada Public Lands Management Act Strategic Planning Process (SNPLMA) Client:
BLM. Location: Nevada. Years: 2005 – 2007. Senior Advisor / Mediator. SNPLMA was enacted in 1998 to assist in
the equitable and mutually beneficial disposal of federal lands in southern Nevada. The purpose was to do so in a
manner that provides fair market values for the land, provides low-cost to pro- bono lands for public beneficial uses
by the state and local governments and associated other key interests.

The program has a yearly budget exceeding \$100 million but lacks essential organizational structure and decision criteria. Assisted BLM to develop an operations and strategic plan and associated management structure.

South San Francisco Bay Salt Ponds Restoration – Phase I

Clients: California Coastal Conservancy, USFWS and DFG. Location: Bay Area. Years: 2004 – 2006. Phase I senior mediator and program manager. Designed and oversaw multi stakeholder and organizational assessment to elicit the interested community's issues and concerns regarding the restoration planning process of 15,100 acres of recently acquired salt ponds in the South San Francisco Bay. Designed and implemented the organizational recommendations to implement the collaborative planning process for the Salt Pond restoration effort. Oversaw the broad general public outreach and education program for the duration of the planning process.

Santa Rosa / San Jacinto National Monument Management Plan.

Clients: U.S. Institute for Environmental Conflict Resolution (ECR), USFS, BLM. Location: Palm Desert / Palm Springs. Years: 2002 – 2003. Senior mediator / facilitator. Worked with the USFS and the BLM, to manage the Monument Advisory Committee. The Committee is a multi-party, multi-interest group of local and regional appointees, created to provide advice to the USFS and BLM. Facilitated committee meetings, designed meeting process and meetings materials to support collaborative decision-making, and prepared the final recommendations report on behalf of the Committee to be provided to the federal agencies for their environmental compliance / management planning efforts.

California State Water Plan Update (Update 2003)

Client: DWR. Location: Statewide. Years: 2002 – 2003. Senior mediator for the 2003 update of California's strategic water "master plan." (The State Water Plan, updated once every five years, is designed to make projections about California's future water demand and recommend actions to meet the state's future water needs). Coordinated and facilitated Update 2003's 60-member public advisory committee and a 250-member extended review committee. Members of the advisory committee and extended review committee were statewide stakeholders drawn from state, federal, and local government agencies; tribal governments; local water interests; agricultural interests; the environmental community; the academic community; business and industry; and the general public.

Other Selected Experience

Jones & Stokes

Headwaters Forest Reserve Management Plan

Client: BLM. Location: Arcata. Years: 1999 – 2000. Task leader for public involvement program, lead facilitator/mediator for process, and part of resource planning team. Included the development of public outreach and facilitation strategies for meetings in Eureka, San Francisco, and Sacramento, California. Project includes the assessment of multiple recreational and other land uses and the development of the long-range management plan for the 7,400-acre Headwaters Reserve near Eureka, CA.

Mokelumne Cosumnes Watershed Alliance (MCWA)

Client: CALFED and multiple organizations. Location: Delta. Years: 1999 – 2001. Project designer and lead facilitator for MCWA, a group of representatives of over 15 different ongoing programs and projects located in the Mokelumne and Cosumnes watersheds. The purpose of MCWA was to coordinate these different voices and to ensure that open communication is taking place between them, and in their outreach to the general public. The goal was to ensure that overlap and confusion is limited regarding the numerous ongoing efforts.

Cosumnes River Task Force

Clients: Multiple Organizations.

Location: Cosumnes River Watershed.

Years: 1995 – 1996.

Lead facilitator for visioning sessions of the task force and for two public meetings held in Plymouth and Wilton, CA to determine long-range action items and public concerns regarding flood control and ecosystem enhancement along the Cosumnes River.

Project manager, lead facilitator and process designer. Developed an outreach and feedback process for the TAMP. Designed three technical workshops for over 60 regional scientists to assess and provide feedback on the TAMP. The workshops were focused respectively on three geographic/ecosystem designations.

California Riparian Habitat Joint Venture

Clients: Multiple Organizations. Location: Statewide. Year: 1997.

Facilitator for a group of over 30 biologists and avian resource specialists that are developing species-specific conservation plans for 14 bird species that are dependent on riparian habitats throughout California and are listed or potentially will be listed as state and/or federal special-status species.

BLM Resource Planning Training Program

Client: BLM National Training Center.

Location: Phoenix AZ and Statewide CA.

Years: 1998 – 1999.

Course designer and instructor for the collaborative planning teaching units. Lead facilitator for instructional design workshops. The course has been developed to rapidly and comprehensively train BLM staff across the U.S to effectively implement BLM planning requirements in an interdisciplinary manner including NEPA and other state and federal environmental compliance regulations.

CALFED Terrestrial and Amphibious Monitoring Plan (TAMP)

Client: CALFED.

Location: Statewide.

Years: 1996-1997. Role:

Stephanie Horii, Assistant Facilitator

Years of Experience

CCP: 4 years
Total: 10 years

Education

Master of Environmental
Science and Management,
Bren School of Environmental
Science & Management, 2012

B.S., Aquatic Biology,
University of California, Santa
Barbara, 2007

Discipline/Expertise

Facilitation
Coastal Marine Resources
Management

Geographic Experience

California

Professional Affiliations

Association for Conflict
Resolution
National Society of Leadership
and Success
Western Society of Naturalists
Child Educational Center

Publications

Adam, T.C. and S.S. Horii
(2012) Patterns of resource-
use and competition for
mutualistic partners between
two species of obligate cleaner
fish. *Coral Reefs* 31: 1149-
1154.

Dee, L.E., Horii, S.S., and D.J.
Thornhill (2014) Conservation
and management of
ornamental coral reef wildlife:
successes, shortcomings, and

Summary of Experience

Stephanie Horii brings to the Center a combined ten years of experience in marine science and management issues and facilitation support services. She uses her scientific background and facilitation experience to support technical client and stakeholder meetings in the Sacramento, Central Coast, and San Francisco Bay Area regions. During her Masters graduate program at the Bren School of Environmental Science & Management, she worked on various environmental policy issues, and her training included environmental negotiation, advanced environmental communication, systems thinking and leadership, introduction to project management, and integrating environmental sustainability. At the Center Ms. Horii's work supports projects focused on natural resources, community engagement, joint fact-finding, and training workshops.

Select Project Experience

Sustainable Groundwater Management Act

Clients: California Department of Water Resources (DWR) and the State Water Resources Control Board (SWRCB). Role: Program Coordinator and Associate Facilitator. Year: March 2015 – Present. Summary: The Sustainable Groundwater Management Act (SGMA) aims to empower local agencies to manage their groundwater sustainably and customize sustainable groundwater management plans that meet the unique needs of their communities. SGMA implementation poses significant complex challenges, as it requires local agencies to develop a workable governance structure to form Groundwater Sustainability Agencies (GSAs) and highly-technical Groundwater Sustainability Plans (GSPs) within a short timeframe. The Center provides facilitation and strategic planning support for DWR's outreach, facilitates consensus-building processes with local agencies, and supports local agencies' stakeholder engagement efforts. Ms. Horii operates internal meetings with Center project managers to support efficient exchange of resources and information; offers strategic advice and support; provides program and project-specific management support; develops meeting summaries and draft documents for statewide operations and local assistance projects; and provides meeting logistical support. She has also facilitated multiple webinar meetings for DWR aimed widely share information on SGMA implementation.

California Biodiversity Council

Client: California Department of Water Resources. Role: Project Manager and Assistant Facilitator. Year: 2016.

Summary: The California Biodiversity Council (Council) formed in 1991 to improve coordination and foster cooperative relationships among various resource management and environmental Federal, State, and local organizations. Its purpose is to discuss, coordinate, and assist in developing strategies and complementary policies for conserving biodiversity and promote regional conservation practices. The Council consists of 20 State agencies, 12 Federal agencies, and 10 local governments. Ms. Horii supervised a logistics team for a Council meeting in 2016, developed the meeting summary, and provided administrative support.

California Executive Order B-37-16 Implementation

Client: California Department of Water Resources (DWR). Location: Statewide. Years: 2016 – Present. Role: Lead Mediator.

Summary: In May 2016, Governor Edmund G. Brown Jr. issued Executive Order (EO) B-37-16 that outlined several directives to make “water conservation a California way of life.” DWR, State Water Resources Control Board (SWRCB), California Department of Food and Agriculture (CDFA), California Public Utilities Commission (CPUC), and California Energy Commission (CEC) (Collectively “EO State Agencies”) have been working together to establish frameworks for new statewide Water Use Targets, Water Loss Regulations, Water Shortage Contingency Plans, and Drought Planning. The EO State Agencies were directed to report their framework recommendations to the Governor’s Office by mid- January 2017. The EO Agencies conducted an intensive stakeholder engagement process over the course of seven months to incorporate stakeholder input into their final report. The Center convened weekly planning and coordination meetings among staff and executive-level positions among the diverse EO State Agencies; facilitated stakeholder advisory group meetings and workshops; managed development of the framework recommendations into the final report; and helped prepare EO State Agencies to periodically present updates to the Governor’s Office. Ms. Horii supported project lead Stephanie Lucero in organizing meeting/workshop logistics; managing an internal team of facilitators; and developed/reviewed meeting documents including meeting summaries, agendas, presentation slides, and stakeholder input summaries.

Sacramento State University, College of Education

Clients: College of Education (College). Role: Assistant Facilitator. Year: November 2015 – 2016. Summary: The College requested the Center’s assistance to provide impartial communication support to the College as its members seek to take stock of progress to date in a college re-organization, that has been underway for several years, and to map the path forward in completing the re-organization in the most effective possible manner. Center provides strategic planning, organizational development, and conflict resolution support. Ms. Horii helped conduct stakeholder interviews, helped develop the stakeholder assessment and recommendations summary memo, provides draft meeting documents and summaries, and helps arrange meeting logistics.

California Transportation Plan 2040

Client: Caltrans. Role: Assistant Facilitator. Year: 2015 – 2016.

Summary: The State Office of Planning (SOP) developed the State Transportation Plan (CTP 2040) to inform stakeholders (from grass root advocates to Metropolitan Planning Organizations) of future transportation assets, programs, projects, and financial resources to help meet the State's greenhouse gas emissions and other benefits. CCP supported Caltrans in the public outreach, planning and facilitating the 50 member Policy Advisory Committee, logistics and management of 7 public information workshops throughout the State, and in the production of the CTP 2040 document. Ms. Horii was the logistical coordinator for statewide public workshops series and assisted Senior Mediators Adam Sutkus and Surlene Grant by providing project management and logistical support, draft documents, and document reviews.

Central Valley Climate Adaptation Planning Pilot Project

Client: US Fish and Wildlife Service, California Landscape Conservation Cooperative.

Location: Sacramento, CA. Years: 2016. Role: Assistant Facilitator.

Summary: The Landscape Conservation Cooperative (LCC) is a process that achieves common goals and priorities across a network of partners to ensure sustainable ecosystems across a broad landscape. This pilot project links LCC with climate adaptation planning for avian, fish, and terrestrial species of significance in California's Central Valley. Ms. Horii assisted project lead Meagan Wylie in the planning and preparation of workshops that will enhance collaboration and communication among a group of over 70 stakeholders representing an array of agencies, organization, businesses, landowners, and tribes.

Recently the project produced climate-smart conservation goals and objectives for priority resources and will finalize vulnerability and landscape assessments and maps for priority resources. The project developed adaptation strategies and spatially explicit design options to support prioritization of priority resources, and an online toolbox and outreach plan to help partners implement the adaptation strategies.

Santa Clara Valley Water District Water Resources Master Plan

Client: Santa Clara Valley Water District (SCVWD). Location: Santa Clara County, CA. Years: 2014 – Present. Role: Assistant Facilitator.

Summary: The Center began working with SCVWD in 2014 to provide several services (e.g., collaborative process, stakeholder engagement, and planning support) as SCVWD develops its Water Resources Master Plan ('One Water Plan'). In 2016, SCVWD completed the first phase of developing a county-wide vision, integrated goals, objectives, and possible strategies; and has transitioned into applying this county-wide framework to develop and identify watershed-specific objectives, strategies, and potential projects. During this process, SCVWD aims to engage broad public and agency participation as it further its governance-policy goals of providing reliable water supply, natural flood protection and water resources stewardship. Ms. Horii assists Senior Mediator Marci DuPraw with developing meeting handouts and summaries and providing logistical support.

Fire Use Memorandum of Understanding

Client: United States Forest Service (USFS). Location: Sacramento, CA. Years: 2016. Role: Assistant Facilitator.

Summary: The Memorandum of Understanding (MOU) for the purpose of increasing the use of fire to meet ecological and other management objectives was signed in 2015 by Federal and State agencies and conservation and community fire protection groups. The MOU signifies the various entities' commitment to use a more holistic approach to restore resilience and protect communities across California's rural landscapes. The Center provides facilitation and strategic planning support for the MOU meetings. Ms.

Horii assisted Senior Mediator Marci DuPraw by developing draft meeting materials, drafting a meeting summary for the MOU kick-off meeting, and providing logistical support.

Rim Fire Technical Workshops

Client: California Sierra Nevada Conservancy (SNC) and US Forest Service (USFS) Region 5. Location: Sacramento, CA. Years: 2013 – 2015. Role: Assistant Facilitator.

Summary: The Rim Fire is the largest fire in the Sierra Nevada's history, burning more than 250,000 acres in the Stanislaus National Forest and Yosemite National Park. The Center provided strategic and facilitative support for the SNC and USFS to host a series of technical workshops with 50+ scientific, forest manager, and policy experts. These discussions provided guidance for National Environmental Policy Act documents for recovery, restoration, and reforestation. Ms. Horii assisted Lead Facilitator Dorian Fougères and provided logistical support, draft documents, and meeting summaries.

Altamont Pass Wind Resource Area Scientific Review Committee

Client: County of Alameda. Location: Oakland, CA. Years: 2013 – 2016. Role: Assistant Facilitator. Summary: The Alameda County Community Development Agency created a Scientific Review Committee (SRC) in 2006 to address high levels of raptor mortality from operating wind turbines in the Altamont Pass Wind Resource Area. The Center facilitation team provided meeting design and facilitation for all SRC meetings since 2006, as well as ongoing strategic consultation with the parties. In 2013, Ms. Horii joined as assistant facilitator to summarize technical meetings and coordinate SRC review of meeting summaries.

South Bay Salt Ponds Restoration Project

Client: State Coastal Conservancy. Location: San Francisco Bay Area. Years: 2013 – 2016. Role: Assistant Facilitator.

Summary: In 2003, the Center began working with the State Coastal Conservancy, California Department of Fish and Wildlife, and the US Fish and Wildlife Service to provide strategic consultation about the largest tidal wetland restoration project on the West Coast. The Center has also helped the Project's collaborative public restoration planning process, education and outreach, and public meetings and workshops. As of 2013, Phase 1 of restoration is near completion with more than 3,000 acres restored.

Ms. Horii began assisting Lead Facilitator Ariel Ambruster in 2013 with the Project summarizing meetings and providing logistical support for meetings and public outreach.

Contemporary Groundwater Issues Council (CGIC) Annual Meeting

Client: Groundwater Resources Association (GRA). Location: Davis, CA. Years: 2011 – Present. Role: Assistant Facilitator.

Summary: The Groundwater Resources Association (GRA), a statewide organization, annually convenes the 40-member CGIC to discuss and advise the GRA regarding key current and future groundwater- related issues. The 2014 workshop focused on developing consensus recommendations to guide next steps for local groundwater management efforts, basin management objectives, and information sharing. Ms. Horii began assisting Lead Facilitator Rich Wilson in 2014 and 2016 with logistical support and facilitating small group discussions.

Additional Project Experience

Water Use Efficiency – Independent Technical Panel, Note-taker, 2016

Folsom Dam Water Control Manual Update, Logistics coordinator, 2015-

2016 **Coalition to Support Delta Projects**, Logistics coordinator, 2015-2016

Transform Sonoma Developmental Center, Logistics coordinator, 2015

San Juan Water District Board of Directors, Note-taker, 2015.

Santa Rosa Plain Groundwater Management Planning, Note-taker, 2014.

CA Department of Food and Agriculture Seed Advisory Board, Note-taker, 2013.

Southern Sierra Integrated Regional Water Management Group, Note-taker, 2013.

Other Experience

Research Associate

Firm/Organization: Seatone Consulting. Location: Caribbean region. Years: 2013 – Present.

Nature of Work/Summary of Responsibilities: Seatone Consulting draws together those with diverse backgrounds and interests to collaboratively develop sustainable solutions. Ms. Horii assists Seatone Principal Rich Wilson with background research and technical support. In the past, she developed overviews of different communication platforms for remote collaboration and current protected area institutional and organizational research in the Caribbean. She also modified a complex dataset for rapid assessment of management effectiveness for 25+ protected areas in the Bahamas.

Conflict Resolution Intern

Firm/Organization: Interactive Planning and Management, LLC. Location: Santa Barbara, CA.

Years: 2012. Nature of Work/Summary of Responsibilities: The Santa Paula Creek is one of the major historical spawning tributaries for the endangered southern steelhead trout. Record floods in 2005 caused severe damage to fish passage structures and major erosion. The Harvey Diversion was identified as a major obstruction to steelhead passage, and a Technical Advisory Committee (TAC) was formed to evaluate and recommend viable engineered alternatives. In 2012, Ms. Horii assisted Senior Mediator John Jostes with Santa Paula Creek Harvey Diversion TAC meeting notes

PAYMENT PROVISIONS AND BUDGET DETAIL

Budget Estimate for Project Period

Annual Budget Estimate

Exhibit B presents estimated budget information the related services described above, based on Fiscal Year 2016-2017 and Fiscal Year 2017-2018 billing rates. The estimated total cost for the proposed project period for CBC support is \$52,957.28, of which CNRA will provide fifty percent (50%) of fiscal support, therefore the estimated not-to-exceed cost to CNRA is \$26,478.64.

EXHIBIT "B" BUDGET

Center for Collaborative Policy | CA Natural Resources Agency

Contract Budget Summary

Contract Budget - FY Breakdown		Contract Budget Summary					
	FY 1617			FY 17/18			
Personnel Classifications & Hourly Labor Rates	# of Hours	Hourly Rate	Total Amount	# of Hours	Hourly Rate	Total Amount	Total
Executive	0	\$ 202.00	\$ -	0	\$ 204.00	\$ -	\$ -
Managing Senior Mediator/Facilitator II	1	\$ 195.00	\$ 195.00	4	\$ 197.00	\$ 788.00	\$ 983.00
Senior Mediator/Facilitator II	0	\$ 183.00	\$ -	0	\$ 184.00	\$ -	\$ -
Senior Mediator/Facilitator I	1	\$ 175.00	\$ 175.00	12	\$ 177.00	\$ 2,124.00	\$ 2,299.00
Lead Mediator/Facilitator III	0	\$ 170.00	\$ -	0	\$ 172.00	\$ -	\$ -
Lead Mediator/Facilitator II	0	\$ 150.00	\$ -	0	\$ 152.00	\$ -	\$ -
Lead Mediator/Facilitator I	0	\$ 132.00	\$ -	10	\$ 134.00	\$ 1,340.00	\$ 1,340.00
Associate Mediator/Facilitator III	0	\$ 131.00	\$ -	0	\$ 133.00	\$ -	\$ -
Associate Mediator/Facilitator II	30	\$ 123.00	\$ 3,690.00	148	\$ 125.00	\$ 18,437.50	\$ 22,127.50
Associate Mediator/Facilitator I	0	\$ 115.00	\$ -	0	\$ 117.00	\$ -	\$ -
Assistant Mediator/Facilitator III	0	\$ 112.00	\$ -	115	\$ 114.00	\$ 13,110.00	\$ 13,110.00
Assistant Mediator/Facilitator II	0	\$ 93.00	\$ -	0	\$ 95.00	\$ -	\$ -
Assistant Mediator/Facilitator I	0	\$ 61.00	\$ -	0	\$ 63.00	\$ -	\$ -
Graphic Artist - University Staff	0	\$ 92.00	\$ -	0	\$ 92.00	\$ -	\$ -
Administrative Support	0	\$ 57.00	\$ -	1	\$ 58.00	\$ 58.00	\$ 58.00
Administrative Support (Clerical)	2	\$ 48.00	\$ 96.00	31	\$ 49.00	\$ 1,519.00	\$ 1,615.00
IT Support	0	\$ 92.00	\$ -	8	\$ 93.00	\$ 744.00	\$ 744.00
Total Personnel Services	34		\$ 4,156.00	321		\$ 38,120.50	\$ 42,276.50
Operating Expenses	QTY	Amount	Subtotal	QTY	Amount	Subtotal	
Equipment & Supplies							
Photocopying b/w	100	\$ 0.06	\$ 6.00	4510	\$ 0.06	\$ 270.60	\$ 276.60
Photocopying color	50	\$ 0.17	\$ 8.50	720	\$ 0.17	\$ 122.40	\$ 130.90
Conference calls	100	\$ 0.04	\$ 4.00	1500	\$ 0.04	\$ 60.00	\$ 64.00
Internet Services (Go-To-Meeting)	1	\$ 50.00	\$ 50.00	5	\$ 50.00	\$ 250.00	\$ 300.00
Internet Services (Webinar)	0	\$ 100.00	\$ -	2	\$ 100.00	\$ 200.00	\$ 200.00
Supplies/materials	1	\$ 40.00	\$ 40.00	10	\$ 40.00	\$ 400.00	\$ 440.00
Facility charges	0	\$ 1,200.00	\$ -	2	\$ 1,200.00	\$ 2,400.00	\$ 2,400.00
Hospitality	0	\$ 1,000.00	\$ -	2	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00
Equipment & Supplies Total			108.50			5703.00	\$ 5,811.50
Travel							
Air Fare (round trip)	0	\$ 350.00	\$ -	2	\$ 350.00	\$ 700.00	\$ 700.00
Car Rental	0	\$ 40.00	\$ -	8	\$ 40.00	\$ 320.00	\$ 320.00
Fuel for Rental Car	0	\$ 35.00	\$ -	8	\$ 35.00	\$ 280.00	\$ 280.00
Lodging (current state rates and rules)	0	\$ 135.00	\$ -	4	\$ 135.00	\$ 540.00	\$ 540.00
Meals & Incidentals (current state rates and rules)	0	\$ 50.00	\$ -	4	\$ 50.00	\$ 200.00	\$ 200.00
Mileage (private vehicle @ \$0.54 per mile)	0	\$ 0.54	\$ -	500	\$ 0.54	\$ 267.50	\$ 267.50
Parking, Bridge Tolls, etc.		\$ 10.00	\$ -	4	\$ 10.00	\$ 40.00	\$ 40.00
Travel Total			\$ -			\$ 2,347.50	\$ 2,347.50
Subcontractor - Graphic Artist	0.00	\$ 2,500.00	\$ -	0.00	\$ 2,500.00	\$ -	\$ -
Total Operating Expenses			\$ 108.50			\$ 8,050.50	\$ 8,159.00
Indirect Cost Rate 5% Charged on all labor and expenses			\$ 213.23			\$ 2,308.55	\$ 2,521.78
Total Fees			\$ 213.23			\$ 2,308.55	\$ 2,521.78
Total Estimated Budget			\$ 4,477.73			\$ 48,479.55	\$ 52,957.28
ESTIMATED NOT-TO-EXCEED BUDGET for CNRA							\$ 26,478.64
Note: Labor rates listed for future fiscal years are estimates that will be adjusted, if needed, when California State University, Sacramento, approves adjustments to CCP's salary ranges.							

PAYMENT PROVISIONS AND BUDGET DETAIL
Budget Estimate for Project Period | FY 2016-2017

FY 16/17 Budget Detail

Intake No. 16-035

Facilitation & Administrative Staff (Direct Hours)

Labor Category		Managing Sr Mediator III	Senior Mediator I	Lead Mediator/ Facilitator I	Associate Mediator II	Assistant Facilitator III	Admin Support Assistant	Admin Support Clerical	IT Support	Total Hours by Task	Hrs x rate	Summary
Task Descriptions	Labor Resource	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff			
Billing Rates		\$195	\$175	\$132	\$123	\$112	\$57	\$48	\$92			
Task 1: Meeting Facilitation Support												
CBC Meetings (2)										0	\$0	
Executive Committee Meetings (4)					5					5	\$615	
IAT Meetings (6)					10			1		11	\$1,278	
CBC Associated Meetings (5)					10			1		11	\$1,278	
Subtotal Task 1		0	0	0	25	0	0	2	0	27		\$3,171
Task 2: Program Support												
Database and webpage management					1					1	\$123	
Project Management and Invoicing	1	1			3					5	\$739	
External Inquiries and Support					1					1	\$123	
Subtotal Task 2		1	1	0	5	0	0	0	0	7		\$985
Total Professional Services		1	1	0	30	0	0	2	0	34		\$ 4,156.00
Other Direct Costs (ODC)												
	Assumptions	Qty	UOM				Unit Rate				Extende	
Photocopying b/w		100	lot				\$ 0.06				\$ 6.00	
Photocopying color		50	lot				\$ 0.17				\$ 8.50	
Conference calls	Per person/per min/ per cal	100	ea				\$ 0.04				\$ 4.00	
Internet Services (Go-To-Meeting)		1	ea				\$ 50.00				\$ 50.00	
Internet Services (Webinar)			ea				\$ 100.00				\$ -	
Supplies/materials		1	lot				\$ 40.00				\$ 40.00	
Facility charges	(location, AV, etc.)		lot				\$ 1,200.00				\$ -	
Hospitality			lot				\$ 1,000.00				\$ -	
Travel Breakout:												
Air Fare			rnd trip				\$ 350.00				\$ -	
Car Rental	To include tax & surcharges		day				\$ 40.00				\$ -	
Fuel for Rental Car			day				\$ 35.00				\$ -	
Lodging (current state rates)			night				\$ 135.00				\$ -	
Meals & Incidentals	Current state rates		lot				\$ 50.00				\$ -	
Mileage (private vehicle)	Current state rates		mile				\$ 0.535				\$ -	
Parking, Bridge Tolls, etc.			lot				\$ 10.00				\$ -	
Subtotal Other Direct Costs												\$ 108.50
Indirect Cost Rate 5%												\$ 213.23
Total Estimated Budget FY 16/17												\$ 4,477.73
ESTIMATED NOT-TO-EXCEED BUDGET for CNRA FY 16/17												
												\$ 2,238.86

Exhibit B (Continued)

PAYMENT PROVISIONS AND BUDGET DETAIL
Budget Estimate for Project Period | FY 2017-2018

EXHIBIT " B " BUDGET

CA Natural Resources Agency

California Biodiversity Council

FY 17/18 Budget Detail

COST DETAILS

Intake No. 16-035

Facilitation & Administrative Staff (Direct Hours)

[illegible]

Exhibit B (Continued)
PAYMENT PROVISIONS AND BUDGET DETAIL

As previously described, there is a historic CBC account of \$34,186.59 that will be transferred to University for the purpose of continued support of CBC activities by CCP until such time as that account reaches a \$0 balance. When the historic account reaches a \$0 balance, fifty percent (50%) of funding for the CBC will be provided by CNRA (not to exceed **\$26,478.64**). In the event that the historic account is not yet available to support CBC services and a time-sensitive request is made by the CBC for support, CNRA and BLM will review the request and consider providing financial support for the request, even if the historic account balance has not reached a \$0 balance.

To ensure services can be provided and reimbursed from the historic account, and that all CBC members, CCP, and University are mutually protected in the provision of these services, commonly supported forms of documentation will be prepared that identify shared understanding about the services CCP provides, the administration of the CBC historic account, and reporting and approval mechanisms for services provided by CCP. The following protocols will be followed to ensure effective management of the historic account:

- A. All services paid for by the historic account will be billed at CCP's labor and expense rates (presented below in Exhibit B).
 - B. All communication about requested and provided services will take place between the Co-Chairs and the CCP Program Manager (or designee).
 - C. Formal direction on all CCP services will be communicated to CCP by the Co-Chairs only.
 - D. CCP will provide cost estimates to the Co-Chairs for all services requested.
 - E. Only upon receipt of written approval from the Co-Chairs will CCP carry out said services.
 - F. CCP will provide the Co-Chairs monthly invoices and reports describing services provided.
 - G. Only the Co-Chairs are vested with the authority to review invoices and reports and approve said invoices and reports as being consistent with CBC expectations.
 - H. Only on receipt of an approved invoice and report will CCP reimburse itself from the historic account.
 - I. If CCP services are deemed insufficient, the Co-Chairs will communicate in writing to the CCP Program Manager, the identified service deficiencies and the implications of said performance. The Co-Chairs and CCP project leadership will meet in person to discuss the finding and will reconcile remedies for said services and status of reimbursement for said services. At no time will CCP reimburse itself from the historic account for any services under review and discussion because of perceived insufficient performance.
 - J. CCP will not provide any services if appropriate funds are not available in the historical account.
- Sub-contractors and vendors to CCP will not provide any services if appropriate funds are not available in the historical account to reimburse CCP and said sub-contractors and vendors.

Exhibit B1

Budget Justification

The Budget Justification will include the following items in this format.

Personnel

Name. Starting with the Principal Investigator list the names of all known personnel who will be involved on the project for each year of the proposed project period. Include all collaborating investigators, individuals in training, technical and support staff or include as "to be determined" (TBD).

Role on Project. For all personnel by name, position, function, and a percentage level of effort (as appropriate), including "to-be-determined" positions.

Fringe Benefits.

In accordance with University policy, explain the costs included in the budgeted fringe benefit percentages used, which could include tuition/fee remission for qualifying personnel to the extent that such costs are provided for by University policy, to estimate the fringe benefit expenses on Exhibit B.

Travel

Itemize all travel requests separately by trip and justify in Exhibit B1, in accordance with University travel guidelines. Provide the purpose, destination, travelers (name or position/role), and duration of each trip. Include detail on airfare, lodging and mileage expenses, if applicable. Should the application include a request for travel outside of the state of California, justify the need for those out-of-state trips separately and completely.

Materials and Supplies

Itemize materials supplies in separate categories. Include a complete justification of the project's need for these items. Theft sensitive equipment (under \$5,000) must be justified and tracked separately in accordance with State Contracting Manual Section 7.29.

Equipment

List each item of equipment (greater than or equal to \$5,000 with a useful life of more than one year) with amount requested separately and justify each.

Consultant Costs

Consultants are individuals/organizations who provide expert advisory or other services for brief or limited periods and do not provide a percentage of effort to the project or program. Consultants are not involved in the scientific or technical direction of the project as a whole.

Provide the names and organizational affiliations of all consultants. Describe the services to be performed, and include the number of days of anticipated consultation, the expected rate of compensation, travel, per diem, and other related costs.

Subawardee (Consortium/Subrecipient) Costs

Each participating consortium organization must submit a separate detailed budget for every year in the project period in Exhibit B2 Subcontracts. Include a complete justification for the need for any subawardee listed in the application.

Other Direct Costs

Itemize any other expenses by category and cost. Specifically justify costs that may typically be treated as indirect costs. For example, if insurance, telecommunication, or IT costs are charged as a direct expense, explain reason and methodology.

Rent

If the scope of work will be performed in an off-campus facility rented from a third party for a specific project or projects, then rent may be charged as a direct expense to the award.

Indirect (F&A) Costs

Indirect costs are calculated in accordance with the University budgeted indirect cost rate in Exhibit B.

Exhibit D (if applicable)

Additional Requirements Associated with Funding Sources

If the Agreement is subject to any additional requirements imposed on the funding State agency by applicable law (including, but not limited to, bond, proposition and federal funding), then these additional requirements will be set forth in Exhibit D. If the University is a subrecipient, as defined in 2 CFR 200 (Uniform Guidance on Administrative Requirements, Audit Requirements and Cost Principles for Federal Financial Assistance), and the external funding entity is the federal government, the name of the federal agency, the prime award number (if available), and the Catalog of Federal Domestic Assistance (CFDA) program number will be listed in Exhibit D. (Please see sections 10.A and 10.B of the UTC.)

Agency (Required for federal funding source)	Prime Agreement Number (if available)	If Federal, CFDA Number
N/A		

1. Invoicing

- a. For services satisfactorily rendered and upon receipt and approval of the invoices, the Agency agrees to compensate Contractor for actual expenditures incurred in accordance with the rates specified herein or attached hereto.

The invoice should be submitted to the Agency only after receiving written notice of satisfactory completion or acceptance of work by the Natural Resources Agency Project Representative. The State will not accept an invoice for which work has not been accepted and the invoice will be returned as a disputed invoice to the Contractor. Acceptance means that the work meets the requirements for completeness as described in Exhibit A and is not dependent on any specific findings or conclusions.

- b. The invoice, including documentation of actual expenditures, shall include the Agreement Number and shall be submitted in duplicate not more frequently than monthly in arrears to:

Attn: Kristine Olson
Natural Resources Agency
1416 Ninth Street, Suite 1311
Sacramento, California 95814

2. Budget Contingency Clause

- a. It is mutually agreed that if the Budget Act of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the program, this Agreement shall be of no further force and effect. In this event, the State shall have no liability to pay any funds whatsoever to Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.
- b. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the State shall have the option to either cancel this Agreement with no liability occurring to the State, or offer an agreement amendment to Contractor to reflect the reduced amount.

3. Travel

- a. No travel expenses will be paid prior to the actual date and time of travel. The reimbursement of these costs requires that the Contractor fill out a State Travel Expense Claim Form (STD. 262) or provide a detailed expense breakdown with appropriate receipts affixed for reimbursement, along with an invoice for requested amount.